*EMPLOYEE TRAINING AND DEVELOPMENT*

## COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction provides the basic authority and sets up the objectives, requirements, and assigned responsibilities for the conduct and administration of training and development for appropriated fund civilian employees. It gives guidance for determining needs; validating requirements; financial planning; obtaining resources; and evaluating, documenting, and reporting training. It implements AFPD 36-4, *Civilian Personnel Training and Development*; Department of Defense (DoD) Directive 1430.4, 30 January 19850; and DoD Manual 1400.25 (Civilian Personnel Manual, chapter 410), 2 March 1985. See attachment 1 for a glossary of acronyms. This publication applies to all Air Force activities, including Air National Guard (ANG) (Title 5) and the US Air Force Reserve (USAFR) units, and is used by management, civilian personnel offices, and appropriated fund civilian employees according to Title 5 U.S.C. 4118. This publication requires collecting and maintaining information protected by the Privacy Act of 1974. Authorities to collect and maintain the records are by Title 5 U.S.C. 4118 and Title 10 U.S.C. 8013. Forms affected by the Privacy Act have an appropriate Privacy Act Statement. Send MAJCOM supplements to HQ AFPOA/DPM according to AFPD 36-4.

### *SUMMARY OF CHANGES*

This revision generally updates procedures for lodging program management.

# Chapter 1

## AUTHORITIES AND RESPONSIBILITIES

**1.1.  Office of Administrative Assistant (SAF/AA).**   Approves requests for payment of expenses incident to attendance at training conferences and meetings of civilian personnel assigned to the office of the Secretary of the Air Force.

**1.2.  The Chief, Education and Training Division (HQ USAF/DPPE).** Establishes training and development policies for Air Force civilian employees.  This includes:

- Formulating plans of action, administrative controls, and program requirements applicable Air Force-wide.
- Reviewing and submitting for Department of Labor approval, proposals for the establishment of apprentice programs.
- Reviewing and approving Air Force-wide civilian personnel management courses.

**1.3.  Chief, Personnel Management Division (HQ AFPOA/DPM).** Provides operational support for Air Force civilian training and development programs.  This includes:

- Coordinating, presenting, and justifying the civilian training budget requirements and designating the civilian program element monitor.
- Ensuring the annual civilian training budget is developed, defended, and executed at various installations.
- Ensuring the Air Force short and long-range training needs are determined.
- Determining the extent of waiver on CSA obligations for individuals receiving Air Force approved long-term, full-time (LTFT) training.
- Monitoring Air Force wide training agreements.
- Screening requirements and convening a committee to select nominees for armed forces college programs, and other midmanagerial developmental programs and fellowships for which there is Air Force wide competition.
- Compiling, analyzing, validating, and distributing recurring training reports.
- Approving 55 percent waivers for Air Force wide competitive training of 30 or more days.

**1.4.  Air Force Civilian Personnel Management Center (AFCPMC).**  Provides training and development support to the Air Force civilian career management programs and initiates and staffs proposed system changes to the Defense Civilian Personnel Data System (DCPDS).  (See AFI 36-601 and AFM 36-606 for further information on career programs.)

**1.5.  Major Commands (MAJCOM) and Comparable Organizations.** The following are done:

- Assure that organizational, occupational and individual needs assessments are accomplished for subordinate organizations at least annually to include setting human resource goals, establishing training and other development priorities, and making decision about the investment of resources.

- Assess the performance of organizations, individuals and occupational groups.
- Determine waiver requirements on continued service agreements (CSA) obligations for individuals receiving Air Force approved LTFT training.
- Approve training or programs costing more than $100,000 and send approvals with supporting documentation to HQ AFPOA/DPM.

**1.6. Civilian Personnel Flights (CPF).** On behalf of the Commander, the civilian personnel officer works directly with the civilian employment and cost management committee (CECMC) or a management training committee (MTC). The civilian personnel officer will assign the following responsibilities to the CECMC or MTC functional managers:

- Collect and consolidate functional impact statements explaining the anticipated effects of unmet training needs when requested from MAJCOM.
- Review and send the annual installation training plan (AITP) and budget submission to the commander for approval.
- Designate an employee development manager to administer the local training and development program.

1.6.1. The employee development manager (EDM) has five major responsibilities:

1.6.1.1. Planning:

- Use DCPDS to assure effective planning and documentation of training.
- Conduct the annual training needs survey (ATNS) updating DCPDS as required.
- Use proper planning and executing procedures for other appropriations used to fund civilian training. (See attachment 9 for financial planning and budget guidance.)
- Provide career development counseling for employees, supervisors, and managers (AFI 36-301; AFI 36-601; OPM Qualifications for Positions Under General Schedule; and X118C, Job Qualification System for Trades and Labor Occupations).
- Keep abreast of developments in the field of training sources and instructional technology.
- Accomplish exchange visitor program (E-VP) actions when so designated. (See attachment 7.)
- Encourage the joint use of installation civilian-military training facilities, instructors, visual aids, and program surveys to increase productivity and minimize costs.

1.6.1.2. Approvals:

- Review and approve or disapprove all requests for training according to statutory, legal, and administrative requirements, regardless of funding source.
- Develop and present the AITP and budget input for MTC review and commander approval.
- Support special training programs, such as worker-trainee, apprentice, development opportunity programs (DOP), cooperative education (CO-OP), etc.
- Assist supervisors in developing, approving, and monitoring formal training plans (FTP).
- When delegated by MAJCOM, approve and monitor compliance with specific limitations on use of nongovernment training facilities.

- Ensure competitive procedures are used in selecting employees for training and development that may serve to enhance promotion.

- Serve as the resource manager for element 88751 funds.

1.6.1.3. Programming:

- Evaluate the overall training and development program.

- Assist managers and supervisors in identifying the most economical and efficient ways of meeting training needs.

- Maintain automated training records and conduct periodic quality control reviews of the information in the DCPDS.

- Review and send offers for contributions, awards, or payments incidental to training of employees in nongovernment facilities to the parent MAJCOM for approval.

- Assist Air Force career program PALACE teams, counsel employees and managers on Air Force career programs, and process career enhancement plans (CEP) for serviced registrants. (See attachment 11.)

- Prepare and distribute the installation training guide (ITG) to inform managers and employees of methods and programs for employee training and development. (See attachment 16.)

1.6.1.4. Course development:

- Use the instructional systems development (ISD) concept when developing local training courses and programs.

- Provide training to supervisors and managers to assist them in carrying out their supervisory civilian and military personnel management responsibilities. (See attachment 5.)

- Administer and monitor the New Employee Orientation Program. (See attachment 10.)

1.6.1.5. Reports:

- Prepare special reports and maintain adequate documentation for audit trail purposes.

**1.7. Managers and Supervisors.** Managers and supervisors have the following responsibility:

**1.7.1. Plan Training Needs:**

- Use performance appraisals for determining training needs for their assigned employees.

- Review technology shifts; anticipate and identify actual mission, program, weapon, or system changes; review career program master development plans and CEPs to determine training and developmental needs, the priority of those needs, and the formal methods to be used in evaluating training. Develop impact statements if training is not funded. (See attachment 9.)

- Consult with the EDM on identifying needs and the most economical and efficient sources of training.

- Ensure affirmative action initiatives are considered in identifying training and development needs. (See attachment 13.)

- Evaluate subordinate job performance following formal training, on-the-job training (OJT), and developmental assignments for effectiveness, and provide written evaluations to the EDM as required.

**1.7.2. Program Training Requirements** :

- Prepare required documentation on the DD Form 1556, **Request, Authorization, Agreement, Certification of Training and Reimbursement**, when requesting training. (See attachment 12.)
- Ensure employees are released to attend training as scheduled.
- Set-up and implement formal training requirements for such programs as worker-trainee, CO-OP, apprenticeship, DOP, and intern programs. (See attachment 14.)
- Follow merit procedures in selecting employees for training or developmental assignments that may serve to enhance promotional opportunities.

**1.7.3. Counsel Employees** :

- Inform and counsel subordinates on self-development opportunities as applicable for Air Force training and development programs.

**1.8. Employees.** Employees will do the following:

- Maintain the necessary competence to do the job and help the organization meet its mission.
- Participate in directed training and developmental activities.
- Share knowledge gained from such training activities with co-workers.
- Assist in training other employees.
- Assume responsibility for self-development activities and assure their personnel records reflect current training and development accomplishments.

**Chapter 2**

**IMPLEMENTING AND CONTROLLING PROGRAMS AND FUNDING LEVELS**

**2.1. Applying the Installation Training Guide:**

**2.1.1. Identification of Training Needs.** Annually, supervisors and managers identify employee training requirements and assign priorities. (See attachment 8.).

**2.1.2. Documentation.** The supervisor documents identified training requirements using the procedures developed and provided by the CPF training function. (See attachment 8.)

**2.1.3. Training Source Determination.** Management, with the assistance from the EDM, will determine the best training source needed to satisfy the training requirement. (See attachment 13.)

**2.1.4. Validation.** Key management officials document and validate all training needs to ensure the requirements and priorities support mission needs. Validated training requirements are then submitted to the EDM. The EDM will do the following:

- Review documents for legal and regulatory compliance.

- Ensure the effectiveness of the training source and method for meeting identified needs.

- Monitor duplication of organizational training requirements for possible grouping and cost effectiveness and efficiency.

- Oversee applicability of the Office of Personnel Management and Budget Circular, number A-76, *Policies for Acquiring Commercial or Industrial Products and Services Needed by the Government*.

**2.1.5. Recording Training Needs.** The EDM records all training requirements in the DCPDS. (Guidance and instructions are in AFM 30-130, volume 4, chapter 13.) Hard-copy source documents (i.e., DD Forms 1556, course descriptions, approval rational, evaluations, etc.) are maintained on file by the EDM.

**2.1.6. Preparation and Use of The Annual Installation Training Plan (AITP) :** The EDM obtains a system generated data product (AITP) to display the projected fiscal year training requirements. (See Direct English Statement Information Retrieval (DESIRE) inquiries on base-level, DCPDS table 7). The EDM prepares the data product information in summary formats for use by the CECMC or MTC to accomplish the final installation-wide validation of the AITP. Committee action ensures that:

- Requirements represent training needs as indicated by past training activities and anticipated future needs.

- Priority groupings are proper and any unmet needs resulting from funding restrictions are analyzed.

- Impact statements are prepared and submitted to the EDM for any unmet training needs.

- Projected training cost estimates are reasonable and sufficient to accommodate predicted expenses.

- Additions, deletions, and adjustments to training requirements and estimated costs reflect optimum use of resources.

- After the committee validation process is complete, the AITP is sent to the commander for approval.

**2.2. Budget and Financial Resource Management.**  The EDM manages and administers funds required to meet training needs (see attachment 9).  In doing this, the EDM will:

- Ensure no training funds are used to support the training of Nonappropriated Fund (NAF) personnel.

- Ensure training funds will not be used to support the direct attainment of licenses or certificates. An employee is not prohibited from attending a training course and receiving a license or certificate as an incidental by-product of the training.

- Determine and assign proper budget categories  (appropriations, program elements, RC/CC, element of expense and  investment codes EEIC, etc.) for obligating, expending, and tracking  training expenses.

- Coordinate with the Defense Accounting Office (DAO) and accounting and finance offices (AFO) on financial matters involving distribution, adjustments, and expenditures of funds; and contracting offices on contract training, i.e. AF Form 9, **Request for Purchase**.  When using an AF Form 9, the DAO/AFO officer or his or her designee certify the availability of funds.  An AF Form 9 can also be used with AF Form 616, **Fund Cite Authorization (FCA)**. (see AFR 177-101, for guidance).

- Control obligations to remain within the projected quarterly level by using AFO certification or AF Form 616 issued by the AFO.

- Certify availability of funds.

- Validate fund citations.

- Monitor the annual financial portion of the AITP by reconciling accounting reports, corresponding data products, and DD Forms 1556, **Request, Authorization, Agreement, Certification of Training and Reimbursement.**

# Chapter 3

## EVALUATING TRAINING AND DEVELOPMENT

**3.1. Training Purpose.** The evaluation process completes the training and development cycle.  It provides supervisors, employees, and the EDM with information to determine how well a specific training course or program has met its objectives.  This determination is essential in justifying the expenditure of training funds to improve work quality, quantity, timeliness, productivity or management operations.

**3.2. Evaluating Completed Training and Development:**
- Employees, supervisors, managers, and EDMs evaluate training continually.  At the minimum, a formal process is completed annually.  The ITG includes an outline of how to complete the formal evaluation. The annual evaluation may be completed and documented as part of the AITP or AFI 36-108 review and must include a variety of evaluation techniques (see attachment 8).
- The EDM provides assistance to supervisors and employees in  the evaluation process.
- The EDM makes use of individual course evaluations as a technique in the evaluation process and takes positive action in response to all course evaluations which are rated less than satisfactory. Written documentation of the action taken is maintained for future reference and planning purposes with the annual evaluation of training.
- Overall program evaluation and required EDM follow-up actions are review items for Air Force headquarters and MAJCOM personnel management evaluation teams.

**3.3. Evaluating Training Program Administration.** As a minimum, the EDM evaluates program requirements according to those in AFI 36-108.

# Chapter 4

## PROGRAM AND SPECIAL TRAINING REQUIREMENTS

**4.1. Continued Service Agreements (CSA):**

- The EDM evaluates each instance of training exceeding 80 hours to justify an agency's substantial investment of resources in training employees. At a minimum all training over 80 hours requires a CSA. The period of obligation begins the first workday after the training ends and is at least three times the length of training. A CPF may establish longer periods of required service if it is justified by the costs of training or other factors. When some or all of the additional training expenses are paid, but the employee receives no pay, (i.e. after duty hours) the period of service is equal to the length of the training, with a minimum one month obligation.

- Employees sign a CSA (attachment 15) before commencement of training. Once an employee has signed a CSA, the EDM inputs into the civilian automated data system the date the obligation service commitment expires (AFM 30-130, volume 4). This prevents any separation personnel action from being processed without consideration of this obligation.

- Employees are required to provide at least a 10 work-day advance notice to their servicing CPF of their intent to transfer to another agency or resign while under the obligation period.

- Recoupment of expenses are initiated unless a waiver is requested by the employee documenting the reasons and justification for the request.

- If the waiver granting authority within the Air Force determines that the employee would not use the training in the new position, the employee is notified before their transfer of the intent to recover expenses. The employee may respond to the findings before such action is taken. Recoupment of expenses is prorated against the remaining portion of the employee's obligated service commitment.

- Employee are not required to repay funds when moving to another government agency position which is related to the completed training. The remaining period of obligated service, however, is transferred to the gaining agency.

- The final training approval authority (Air Force headuarters, AFCPMC, MAJCOMs, or comparable level organizations or CPFs with a delegated authority) may waive CSA obligations, in whole, or in part, based on the employee's justification. Approval of any waiver is fully documented and based on full consideration of equity, good conscience, and the public interest in the decision process. A waiver may be granted if the employee:

- Has completed most, but not all, of the required period of service.

- Resigned because of personal illness or serious illness of a member of his or her immediate family.

- Is unable to make the required payment because of severe financial hardship.

- Air Force employees can process grievances on decisions not to grant waivers through the Air Force grievance system described in AFI 36-1203. Bargaining unit employees who are covered by a collective bargaining agreement resolve disagreements through negotiated procedures.

**4.2.  Attendance at Meetings.** Employees can take part in activities and meetings of nongovernment associations, to include technical, scientific, and professional societies.  Funding and approval authorities differ depending on the purpose of the meeting.  When the purpose for attendance clearly meets a training objective, as determined by the EDM, the use of training funds is appropriate.  When the purpose for attendance is not primarily for training, base support funds should be used.

# Chapter 5

## TRAINING SOURCES

**5.1. Use of Interagency Training Programs and Facilities.** Interagency training refers to training programs and facilities that are setup for the use of more than one agency. When courses require a single-agency point of contact, such as the Federal Executive Institute, Management Development Center, etc., attendance is centrally funded by HQ AFPOA/DPM. Other interagency courses are normally developed, administered, and funded at the installation level. (See attachment 13.)

**5.2. Use of Non-Government Training Facilities.** When Federal government facilities cannot meet a training need, the EDM may arrange training through the local contracting office or nongovernment facilities. (See AFI 36-2202 for factory training through AETC).

    5.2.1. There are constraints and prohibitions on use of nongovernment facilities. These include training:

- For promotions or an opportunity to qualify for other positions.
- Solely to obtain one or more academic degrees.
- In a facility teaching or advocating the overthrow of the United States government by force or violence. This prohibition also applies to training provided by a person about whom a proper determination has been made that there is reasonable doubt concerning their loyalty to the United States.
- In a facility carrying on subversive propaganda, attempting to influence legislation, or participating or interfering in political campaigns on behalf of any candidate for public office.
- In a facility that illegally discriminates in the admission or in subsequent treatment of students.

    5.2.1.1. There are also the following limitations on training in nongovernment facilities:

- Staff-year limitation. In any fiscal year, training may not exceed one percent of the total staff years of civilian employment in the Air Force.
- Maximum training in a 10-year period limitation. Time spent by an employee in nongovernment training cannot exceed 1 year during their first 10-year period and each ensuing 10-year period.
- Minimum continuous service limitation. Employees with less that 1 year of current continuous civilian service are not eligible for training in nongovernment facilities unless postponement of such training would be contrary to the public interest.

    5.2.1.2. Waivers are handled on a case-by-case basis and weighed against individual circumstances. When an activity determines that a request for a waiver is warranted, the following documentation is sent to the approving authority at least 30 days before commencement of the training:

- The names of employees (persons, groups, or classes) for whom the waiver is requested.
- The approximate number of employees who would be affected.
- The specific restrictions for which the waiver is requested.

- The effective period and number of days of the waiver.
- The factors which justify that a waiver is in the public interest.
- When a waiver is granted, an annotation is made on the DD Form 1556, describing the conditions and identifying the specific limitation which has been waived.

**5.3.  Establishing Local Training Course and Programs.** Local training programs, including OJT, should be used to fill identified training needs whenever this approach has been validated as the most efficient and economical method of training.  The ISD process is used when developing a local training course or programs.  See AFI 36-2201 for additional information.

# Chapter 6

## FORMS, REPORTS, AND RECORDS DISPOSITION

**6.1. Forms Used in Training and Development.** The Air Force civilian training program uses a wide variety of forms in processing, validating, planning, financing, and accomplishing employee development. See table 1 in attachment 5 for the use of each form prescribed in this instruction.

**6.2. Formal Training Plans (FTP).** Supervisors prepare the FTP within the first 30 days of the assignment for employees participating in formal training programs, i.e. DOP participants, who do not meet the qualification requirements of the position for which selected, intern programs, etc. The EDM maintains the approved training plan. Copies are provided to the supervisor and employee. Supervisors will use the FTP for periodic employee counseling in conjunction with the annual performance appraisal. Each FTP will include:

- KSAs required
- Expected level of proficiency for each KSA and how that proficiency is to be measured
- Specific methods and sources of training and development for each KSA to be acquired including the hours required for each developmental activity
- Anticipated completion date for each training and development activity

**6.3. Specific Reports:**

- Annual Report of Training Activities, IRCN: 1056-OPM-AN. This report provides OPM with information on federal training programs and their impact on improving government operations. Each year OPM provides updated instructions for the preparation of this report. HQ AFPOA/ DPM notifies CPFs and command directorates of civilian personnel when to submit their input. Command-level directorates of civilian personnel consolidate base-level reports before submission to HQ AFPOA/DPM.

**6.4. Records Disposition.** The EDM will maintain and dispose of all training documentation created by this instruction according to AFMAN 37-139.


BILLY J. BOLES,   Lieutenant General, USAF
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**Attachment 1**

**GLOSSARY OF  ABBREVIATIONS, ACRONYMS AND TERMS**

*Abbreviations and Acronyms*

**ACSC**—Air Command Staff College

**AETC**—Air Education and Training Command

**AFCPMC**—Air Force Civilian Personnel Management Center

**AFIT**—Air Force Institute of Technology

**AFO**—Accounting and Finance Office

**AFPOA/DPM**—AF Personnel Operations Agency/Personnel Management Division

**AITP**—Annual Installation Training Plan

**ARO**—Alternate Responsible Officer

**AWC**—Air War College

**CECMC**—Civilian Employment Cost Management Committee

**CEDM**—Command Employee Development Manager

**CEP**—Career Enhancement Plan

**CO-OP**—Cooperative Education

**CPD**—Center for Professional Development

**CPF**—Civilian Personnel Flight

**CSA**—Continued Service Agreement

**DAO**—Defense Accounting Office

**DESIRE**—Direct English Statement Information Retrieval

**DMET**—Defense Management Education and Training

**DOD**—Department of Defense

**DOL**—Department of Labor

**DOP**—Develop Opportunity Program

**DPC**—Directorate of Civilian Personnel Policy and Personnel Plans

**ECI**—Extension Course Institute

**EDM**—Employee Development Manager

**EDS**—Employee Development Specialist

**EEIC**—Element of Expense Investment

**ESO**—Education Services Officer

**E-VP**—Exchange-Visitor Program

**FCA**—Fund Cite Authorization

**FPM**—Federal Personnel Manual

**FTP**—Formal Training Plans

**INS**—Immigration & Naturalization Service

**ITG**—Installation Training Guide

**KSA**—Knowledge, Skills, and Abilities

**LTFT**—Long-Term, Full Time Training

**MTC**—Management Training Committee

**OBAN**—Operating Budget Account Number

**OJT**—On-The-Job-Training

**O&M**—Operations and Maintenance

**OPF**—Official Personnel Folder

**OPM**—Office of Personnel Management

**PEC**—Program Element Code

**PME**—Professional Military Education

**RC**—Responsibility Center

**RC/CC**—Responsibility Center and Cost Center

**RIF**—Reduction-In-Force

**RO**—Responsible Officer

**RTC**—Regional Training Center

**TMS**—Training Management System

**USIA**—United States Information Agency

**VRA**—Veterans Readjustment Appointment

**W-TOP**—Worker Trainee Opportunity Program

*Terms*

**Command Employee Development Manager (CEDM)**—Primary training development resource manager for a major command.

**Employee Development Manager (EDM)**—Primary training and development resource manager.

**Management Training Committee (MTC)**—Committee of top functional managers responsible for the management of training and development resources.

**Installation Training Guide (ITG)**—Specific guidance on local training program operations prepared by the CPF for serviced organizations.

**Annual Installation Training Plan (AITP)**—Management planning document identifying an installation's annual civilian training requirements.

**Long-Term, Full Time (LTFT) Training**—Off-the-job training of more than 120 consecutive duty days.

**Formal Training Plans (FTP)**—Written documents outlining planned training and development activities which may be individually tailored, if necessary, for each employee participating in a formal training program.  Formal training programs are outlined in an official document, regulation, or agreement and designed to cover more than one employee, i.e., accelerated training agreements approved by the Office of Personnel Management (OPM) or the Air Force, Air Force and major command (MAJCOM) intern programs, veterans readjustment appointments (VRA), Cooperative education students, etc.

- *Career Intern Program--*An entrance level program to prepare employees in various occupations for subsequent advancement in professional, administrative, and technological careers.

- *Veterans Readjustment Appointment (VRA)--*A noncompetitive appointment which leads to competitive status and career or career-conditional tenure upon satisfactory completion of service, education, and training requirements.  OPM Form 1398, **Model Veterans Readjustment Appointment Plan**, may be used for this purpose.

- *Cooperative Education (CO-OP) Program--*The basic program provides alternate periods of academic study and study-related work.  CO-OP programs are established at the graduate, baccalaureate, associate, and high school levels.

**Continued Service Agreement (CSA)**—Written document signed by the employee agreeing to remain with the agency for a specific length of time following completion of training.

**Operating Budget Authority**—An annual funding level approved by HQ USAF/DPC and issued by AFPOA/DPM.

**Operating Budget Account Number (OBAN)**—An individual account number assigned to each installation managing Program Element 88751 training funds.

**Program Element 88751**—Operations and Maintenance (O&M) Program which funds for training and development of O&M funded employees.

**Responsibility Center and Cost Center (RC&CC)**—A 6-digit code within an appropriation which identifies managerial control and represents a level of reporting for financial accountability.

**BOGEY**—An annual financial plan and budget estimate planning target issued by HQ AFPOA/DPM.

**Element of Expense Investment Code (EEIC)**—Codes in the fund citation which indicate direct and indirect training costs.

**Impact Statement**—Written statement identifying those Air Force programs and missions which will be affected if training requirements are not funded.  These statements are coordinated with the appropriate functional managers and identify specific programs and mission impact.

**Attachment 2**

**LONG-TERM, FULL TIME (LTFT) TRAINING**

**A2.1.**  The purpose of LTFT  training is to keep the Air Force abreast of professional, management, technical, and scientific advancements through the development of selected employees.  Selection for LTFT training represents the greatest single investment the Air Force will make in an employees' career.  It is an investment by the Air Force in the development of future senior level managers or executives.  The following information pertains to those selections centrally funded by Air Force headquarters.

**A2.2.**  Managers should nominate only their best employees for LTFT.  These nominations should be discussed with employees and should focus on the needs of the Air Force, the developmental needs and goals of the employee, and the alternatives that best meet their mutual requirements.  Once nominated, the supervisor agrees to the release of the employee, if selected, for the development opportunity.  All nominations must be endorsed by the highest senior level manager familiar with the Air Force needs and the employee's performance and potential.  Nominations should be ranked by functional area; not command or base-wide.

**A2.3.**  Employees must ensure that all information in their nomination package is accurate and complete.  Also included should be a signed statement, on plain bond paper, indicating the mission related benefits to be derived by the Air Force from completion of the desired training.  The employee must also take any tests required by the respective school and have the appropriate security clearance.

**A2.4.**  Applications for LTFT opportunities should be limited to not more than two schools, including AFIT, in a given year.  Career program registrants should apply only under the career program to which their position is assigned.

**A2.5.**  Employees not willing to attend programs except their primary choice should not apply.  Selections to equivalent programs will be made in the best interest of the Air Force.  Final selections are made by the Air Staff panel and the Dean of the respective schools.  Selectees unable to attend training as scheduled must prepare written notification through the nomination chain of command to HQ AFPOA/DPM explaining reasons for inability to attend.  Exclusion from consideration for the following years training may be considered by the Air Staff panel in such cases.

# Attachment 3

## ON-THE-JOB-TRAINING (OJT)

**A3.1.** Sources of Training. Methods used to satisfy a training requirement should be efficient and economical. OJT should not only be considered for the employees within a particular work unit, but should also be considered for any displaced employees affected by downsizing, reassignment, or base closure.

**A3.2.** OJT is planned, organized, and conducted at the work site. OJT may be provided by the supervisor, or another qualified employee who may serve as an instructor.

**A3.3.** OJT may be classified informal or formal training. OJT may be part of a larger program involving classroom instruction or the training program may be solely OJT.

A3.3.1. Informal OJT is training of short duration on a few job elements.

A3.3.2. Formal OJT may require more time and involve more job elements. Formal OJT is pre-planned and evaluated.

- Check sheets are developed which list tasks, knowledge, and proficiencies.
- Training should be designed to insure the trainee acquires the specific proficiency, rather than a specified number of hours.

**A3.4.** For guidance on conducting OJT, see AFI 36-2202. The basic information may be summarized:

- Prepare the training activity.
- Notify and prepare the trainee.
- Show the trainee.
- Let the trainee try.
- Redirect if necessary, and follow-up.

**Attachment 4**

**SUPERVISORY TRAINING PROGRAM**

**A4.1. Developmental Needs of Supervisors.** Initial training for all newly assigned supervisors help to bridge the gap between the skills required at the working level and those required at the supervisory level. Before they assume their new duties or within 6 months after assignment to a supervisory position, first-level supervisors will be provided initial training consisting of:

**A4.1.1. Air Force Supervisor 's Course.** This course is primarily designed to provide first-level supervisors, regardless of organizational component, with leadership and management skills required in supervisory positions.

**A4.1.2. Equivalent Courses.** The following courses may be accepted as equivalent training for the Air Force Supervisor's Course:

A4.1.2.1. Management Course I, Part I

A4.1.2.2. Air Command and Staff College

A4.1.2.3. NCO Academy or NCO Leadership Course

**A4.1.3. Civilian Personnel Management Course (CPMC).** This course is primarily designed to provide military and civilian first-level supervisors with background information and an understanding of applicable personnel laws and regulations needed to effectively carry out their civilian personnel management responsibilities. *NOTE:* This training is not required for those supervisors who gained substantial experience through an assignment in a professional civilian personnel specialist position or have completed Management Course I, Part II, or the Civilian Personnel Policies, Practices, and Procedures (4-Ps).

**A4.1.4. Military Personnel Management Course (MPMC).** This 16-hour course is designed to provide first-level civilian supervisors the basic skills, knowledge, and abilities required to supervise military personnel. This course must be attended by first-level civilian supervisors who supervise military members. This training is not required for those supervisors who have gained substantial experience through assignment in a professional position at a base or staff level military personnel office or function.

**A4.1.5. Nonappropriated Fund (NAF) Supervisor Course.** First-level military and civilian supervisors of NAF employees must receive training in NAF policies, practices, and procedures as required by AFI 34-301.

**A4.2. Overseas.** MAJCOMs and servicing civilian personnel flights (CPF) in overseas areas develop and present training courses for military and civilian supervisors of local national (LN) employees to meet local needs. No standard Air Force course will be developed due to the wide diversity in LN personnel programs.

## Attachment 5

## APPLYING FORMS USED IN CIVILIAN TRAINING

Table A5.1.  Applying Forms Used in Civilian Training.

| RULE | A<br>If the training action | B<br>use | C<br>which is pre-pared by | D<br>and sent to the | E<br>and completed form is |
|---|---|---|---|---|---|
| 1 | sets up a new or revises an existing apprentice program | AF Form 2 | servicing EDM | US Deptof Labor (DOL) through MAJCOM and HQ AFPOA/DPM | given (approved copy) to each apprentice and filed in CPF. |
| 2 | formalizes a training agreement between the activity and individual apprentice | AF Fom 6 | servicing EDM | DOL attachment to AF Form 2 | same as above |
| 3 | is to certify completion of regular apprentice train-ing program | AF Form 76 | servicing EDM (See paragraph A14-1 of this instruction.) | apprentice | |
| 4 | involves reporting the status participation and training in a regular apprentice program | AF Form 530 | servicing EDM | DOL through MAJCOM and HQ AFPOA/DPM annually | |
| 5 | is to record student atten-dance at Air Force spon-sored training courses | AF Form 1151 | instructor or course leader | servicing EDM | filed in course folder |
| 6 | is to formally recognize successful completion of training | AF Form 1256 | servicing EDM | trainee | |
| 7 | is to chart trainee require-ments, progress, and completions | AF Form 1320 and 1320a | immediate supervisor | | maintained at worksite |
| 8 | requests, authorizes,or certifies training and reimbursement | DD Form 1556 | supervisor | See attachment 12. | See attachment 12. |
| 9 | involves attendance of non-US employees at Air Force training held in the USA | Form IAP-66 | servicing CPF | See attachment 7. | See attachment 7. |

| | | | | |
|---|---|---|---|---|
| 10 | requires a local Air Force contracting office to issue a contract for non-government training | AF Form 9 | servicing EDM | DAO/AFO for fund certification. DAO/AFO establishes commitment and sends to the contracting office. Certification may also be accomplished by EDM using AF Form 616 funds | filed in CPF with DD Form 1556 |
| 11 | request for special training (as defined by AFI 36-2202) which has been entered into DCPDS | AF Form 403 | servicing EDM | servicing MAJCOM | |
| 12 | involves obtaining funding authority from DAO/AFO to fund training citing PEC 88751 funds (see note 1) | AF Form 616 | servicing EDM | DAO/AFO for fund certficiation. DAO/AFO records committment and sends AF Form 616 to EDM. EDM funds each training document and records obligation to DAO/AFO for action | returned to DAO/AFO according to instructions on AF Form 616. |
| 13 | (1) requires obtaining training available from other DOD components(2) involves the acceptance, by another DOD component, of a request to provide training | DD Forms 448 and 448-2 | servicing EDM, DOD component | DAO/AFO for fund certification. DAO/AFO records committment and sends form to the EDM for sending to the appropriate DoD activity | filed with DD Form 1556 |
| 14 | involves providing training to personnel from another DOD component from which a DD Form 448 is received | DD Form 448-2 | DOD component | accountable DAO/AFO. For category I or II, DAO/AFO makes accounting entry. | copy filed in DoD activity. |

| 15 | requires travel by students or instructors | DD Form 1610 | servicing admi-nin-strative office | DAO/AFO for accounting transac-tions and traveler for obtaining trans-portation billeting, supporting travel claims, etc. | |
|----|---|---|---|---|---|
| 16 | involves payment for non-government or non-contracted training autho-rized by a certified DD Form 1556 and vender invoice | SF 1034 | DAO/AFO | funds disbursement function within DAO/AFO | filed in DAO/AFO and CPF. |
| 17 | invoices payment of non-government or contracted training initiated by AF Form 9 and certified invoice | SF 1034 | DAO/AFO | same as above | same as above. |
| 18 | involves payment for government training | SF 1080 | DAO/AFO | same as above | same as above. |
| 19 | involves reimbursement of attendee for vicinity travel, tuition, books, materials, and fees | SF 1164 | attendee and certified by EDM | DAO/AFO for reimbursement to the attendee. | filed in DAO/AFO and CPF. |
| 20 | involves the annual report to OPM on the receipt of contributions and awards associated with nongovernment training (RCS: 1056-OPM-AN) | OPM Form 1306 | servicing EDM | OPM through HQ AFPOA/DPM, MAJCOMs, and training offices | filed in CPF train-ing files. |
| 21 | involves annual report to OPM on receipt of contri-butions and awards asso-ciated with nongovernment training (RCS: 1056-OPM-AN) | OPM Form 1307 | same as above | same as above | same as above. |
| 22 | is a result of using the Veterans Readjustment Appointment Authority (VRA) | OPM Form 1398 | supervisor, employee, EDM | supervisor and employee | filed in the employees OPF (official person-nel folder) |

*NOTE:*

Based on quarterly expense authority, the EDM determines quarterly requirements for training, prepares an AF Form 616, Fund Cite Authorization, and sends to DAO/AFO for fund certification.  Authorized use of the AF Form 616 is prescribed in AFR 177-101, chapter 20.

**Legends for Form Titles**

1.  AF Form 2, **Apprenticeship Standards**
2.  AF Form 6, **Apprenticeship Agreement**
3.  AF Form 9, **Request for Purchase**
4.  AF Form 76, **Certificate of Completion of Apprenticeship**
5.  AF Form 403, **Request for Special Technical Training**
6.  AF Form 530, **Apprentice Actions**
7.  AF Form 616, **Fund Cite Authorization**
8.  AF Form 1151, **Training Attendance and Rating**
9.  AF Form 1256, **Certificate of Training**
10. AF Form 1320, **Training Chart**
11. AF Form 1320a, **Training Chart (13" X 8")**
12. DD Form 448, **Military Interdepartmental Purchase Request**
13. DD Form 448-2, **Acceptance of MIPR**
14. DD Form 1556, **Request, Authorization, Agreement, Certification of Training and Reimbursement**
15. DD Form 1610, **Request and Authorization for TDY of DOD Personnel**
16. SF 1034, Public **Voucher for Purchases and Services Other Than Personal**
17. SF 1080, **Voucher for Transfers Between Appropriations and or Funds**
18. SF 1164, **Claim for Reimbursement for Expenditures on Official Business**
19. OPM 1306, **Long-Term Training**
20. OPM 1307, **Contribution and Awards**
21. OPM 1398, **Model Veterans Readjustment Appointment Plan**
22. IAP Form 66, **Certificate of Eligibility for Exchange-Visitor (J-l) Status**

**Attachment 6**

**GUIDE FOR MANAGING THE EXCHANGE-VISITOR PROGRAM (E-VP)**

**A6.1.  Program Designation.** The US Information Agency (USIA) has assigned G-5-132 as the E-VP program designation for the Air Force.  This designation must be used on all correspondence or discussions with USIA, American consular officers, or the Immigration and Naturalization Service (INS).

**A6.2.  Definitions:**

A6.2.1.  Employees, as used in this attachment, are civilian employees of the Air Force who are non-US citizens employed overseas. This includes employees appointed by either direct or indirect hire.

A6.2.2.  As used in this attachment, the responsible officer (RO) is the HQ AFPOA/DPM official designated to manage overall operational aspects of the E-VP.

A6.2.3.  As used in this attachment, alternate responsible officers (ARO) are those individuals who assist the RO by performing specific duties below.  Designated AROs must be US citizens.

**A6.3.  Program Administration:**

A6.3.1.  MAJCOMs that have CPFs providing civilian personnel servicing for non-US citizen employees working overseas:

A6.3.2.  Designate, in writing, an ARO to administer the E-VP program.

A6.3.3.  Designate, in writing, at least one but preferably two AROs at each CPF located overseas when non-US citizen employees are a part of the serviced work force and retain in the CPF authority file.

A6.3.4.  When an ARO is designated, provide HQ AFPOA/DPM with the name, Social Security number, organization, and mailing address.  Advise HQ AFPOA/DPM of changes needed to keep the list current status.

A6.3.5.  Ensure that individuals designated AROs are aware of their responsibilities before designation.

A6.3.6.  Estimate the command's annual need for Form IAP-66, **Certificate of Eligibility for Exchange-Visitor Status (J-I)**, and request forms from HQ AFPOA/DPM in May of each year.

**A6.4.  Overseas.** CPFs providing civilian personnel servicing for non-US citizen employees working overseas:

A6.4.1.  Retain a copy of each of the following basic documents for administering the program--Public Law 91-225, E-VP description, E-VP regulations, and E-VP code book and changes when furnished by the RO.

A6.4.2.  Recommend individuals to be appointed as ARO and advise the MAJCOM of any changes affecting the designation of an ARO.

A6.4.3.  Ensure compliance with regulatory requirements.

A6.4.4.  Initiate Form IAP-66, as required.

A6.4.5.  Safeguard blank Forms IAP-66.  See AFI 37-160, volume 8, to establish appropriate local safeguarding procedures.

**A6.5.  Accepted for Training.** When an employee is selected for training under the E-VP, the following actions are required:

A6.5.1.  The ARO sends notification of the employee's selection to the parent command and to the headquarters of the training facility responsible for conducting or arranging the training.  Included in the notice is the name, position title, and grade of the employee and the course title, dates, and location of training.

A6.5.2.  The ARO completes and signs Form IAP-66.  Instructions for completion of the form and the uses of each copy are in the E-VP code book.

A6.5.3.  The ARO provides instructions and guidance to participants before their departure for training.  This counseling must give participants information that will enable them to complete the objectives of their programs.

**A6.6.  Trainee.** The only category of visitor for Air Force participants under this program is "trainee." For the purpose of obtaining OJT with firms, institutions, and agencies in a specialized field of knowledge or skill, a "trainee" cannot exceed 12 months in one continuous period of stay in the United States.

**A6.7.  Notifying the District Director.** The ARO must notify the district director of the INS when:

- Air Force terminates an employee's participation in the program.
- Participant remains in the United States beyond the period of stay authorized by the INS.
- Participant has completed the training for which he or she entered the United States and is due to depart.

As a general rule, applications for extensions of stay should be requested only for continuation of the activity for which the participant originally obtained exchange-visitor status, not for a new activity.  Participants requiring an extension of stay must request approval from the servicing CPF.  The request must include full justification for the desired extension.  The CPF takes the following action on such requests:

A6.7.1.  Consults with the functional manager or supervisor and determines if the extension of stay is in the best interest of the Air Force.

A6.7.2.  If the extension is disapproved, notifies the employee in writing.

A6.7.3.  If the extension is approved, has the ARO complete Form IAP-66 to show the time and terms of the extended stay.

A6.7.4.  Sends requests for extension of stay to the district director of the INS having administrative jurisdiction over the participant's place of temporary residence.

A6.7.5.  Application for extension should be made between 15 and 60 days before the expiration of the exchange visitor's authorized stay.

**Attachment 7**

**GUIDE FOR IDENTIFYING NEEDS, PRIORITIZING NEEDS, AND EVALUATING COMMAND PROGRAM OPERATIONS USED IN PREPARING THE AITP**

**A7.1. Part A--Identification of Training Needs:**

A7.1.1. Training Needs. A valid training need may be masked by a wide range of influences unless handled as a performance objective. The objective is based on job specifications, future changes to work methods, or to meet individual employee job-related development or manner of performance either in the current or future tense.

A7.1.2. Training Need Indicators. Positive responses to the following series of indicators may reveal a training need.

**A7.2. Part A--General Indicators:**

A7.2.1. Are you installing or planning to install new equipment, systems, or procedures for application in the near future?

A7.2.2. Are you significantly changing programs or projected staffing level (e.g. major reorganizations)?

A7.2.3. Are you considering any military-to-civilian conversions?

A7.2.4. Have your inspection, evaluation, or audit reports highlighted conditions indicating the need for training?

A7.2.5. Are you comtemplating contracting-out initiatives?

A7.2.6. Have you experienced Reductions-in-Force (RIF) within your work site, or do you anticipate such actions in the future?

A7.2.7. Are you considering affirmative action goals when identifying training?

A7.2.8. Have you considered how automation will change the occupation or skill mix of your worksite?

A7.2.9. Are you experiencing significant changes in the state-of-the-art for certain scientific and engineering disciplines?

A7.2.10. Are you experiencing critical recruitment and retention problems?

A7.2.11. Have you reviewed regulations and are data system inquiries completed to ensure directed training is planned and coordinated (e.g. labor contract negotiations and drug and alcohol abuse)?

**A7.3. Part B--Specific Indicators:**

A7.3.1. Have you reviewed what types and how many previously identified valid training needs were not met? Does the need still exist? (Use last fiscal year's AITP.)

A7.3.2. Have you identified individual employee performance problems that were not caused by attitudinal or motivational factors?

A7.3.3.  Do you recognize and understand formal training and development activities required by career management programs?

A7.3.4.  Have you reviewed staffing plans, program documents, unit manning documents, and mission requirements to identified training needs?

A7.3.5.  Have you screened career enhancement plans to identify formal training requirements?

A7.3.6.  Have you identified positions for DOP participants?

A7.3.7.  Have you considered using establishing intern positions for intake of new personnel?

A7.3.8.  Have you gained for new personnel through RIF?

A7.3.9.  Do you anticipate implementing the CO-OP program?

A7.3.10.  Have you considered using worker-trainee opportunity program (W-TOP) when settting up your positions?

A7.3.11.  Are you aware of, or contemplating using Veterans' Readjustment Act placements?

**A7.4.  Selecting the Method of Training.** The decision to select a formal training course or developmental experience requires careful consideration.  Positive responses to any one or all of the following questions may indicate that formal training is not needed:

A7.4.1.  Will a change in the method of doing the work result in the desired objective?

A7.4.2.  Can a review of the work tasks for performance compliance eliminate the need for training?

A7.4.3.  Would improved communications solve the performance problem?

A7.4.4.  Can OJT satisfy the need?

A7.4.5.  Could self-development provide the KSAs needed to improve performance, and has the employee been encouraged to participate?

A7.4.6.  Would a detail or informal developmental experience, rather than formal training, satisfy the training need?

A7.4.7.  Will formal training be directly transferable to the work situation?

**A7.5.  Part B--Prioritizing Training Needs:**

A7.5.1.  Prioritize.  Once training needs have been properly determined, the next step is to prioritize or rank those needs.

A7.5.2.  Compare Variables and Needs.  The determination of training priorities is a critical judgment process accomplished by managers and supervisors.  The process should involve comparison of the predominant variables listed below to the training need that has been identified:

- Timing.  When must the training be accomplished? Is the timing critical to successful accomplishment of work functions, tasks, responsibilities, and ultimately, mission activities?  Would delays be adverse to effective work completion?

A7.5.3.  Cost and Benefit Ratio. In terms of money and time expenditures, are the results of training expected to outweigh those costs? Can the benefits be readily quantified and tied to valid methods for measuring results?

A7.5.4.  Situation and Environment.  What are the driving forces behind the training need?  Are these forces readily apparent, translatable to individual employee needs, and recognized by reviewing officials?  Some of the more critical and recognizable forces are:

A7.5.4.1.  Acquisition of new systems or machines (weapons, computers, programs, etc.) that need highly specialized skills to maintain and operate.

A7.5.4.2.  Radical technology shifts or new directions in the state-of-the-art.

A7.5.4.3.  Civilian work force dynamics involving work force expansion, losses, quits, retirements, promotions, and reassignments.  (Analysis done by the staffing function in preparing the staffing plan provides the data necessary to assess this influence.)

A7.5.4.4.  Programs slated for implementation at a specified future date where additional skills will be needed.

A7.5.4.5.  Military-to-civilian manpower space conversions where labor market conditions are known to be limited in supplying the associated skills.

A7.5.4.6.  Employee performance can be used to determine whether training is necessary to enhance already high levels of performance or to improve substandard performance.  If employee performance is deficient, determine whether the poor performance is based on definite formal training need rather than unwillingness to perform the duties of the job.

A7.5.5.  Impact Estimation.  Can a "bad case" situation be depicted and rationalized to show tangible effects of an unmet training need?  Can lack of training be tied directly to a production, program, or mission problem?  Can impact estimates be demonstrated by cost saving or avoidance analysis?  Such estimates must be documented to higher headquarters.

**A7.5.6.  Assigning Priorities.**  Each variable must be carefully assessed.  Based on this analysis, a priority must be assigned according to the following definitions:

- DoD Priority 1--Training that must be accomplished in the immediate training cycle to avoid an adverse mission effect.

- DoD Priority 2--Training required for systematic replacement of skilled employees through career management or other work force development programs.  Deferment would have an adverse mission effect over an intermediate term.

- DoD Priority 3--Training designed to increase the efficiency and productivity of adequately performing employees.  Deferment beyond the immediate training cycle would have little immediate adverse mission effect, but would preclude or delay improving present mission accomplishment.

**A7.5.7.  MTC Review.**  MTC review actions should follow similar analyses in validating installation and command level training and financial management plans.  When appropriate, committees may alter priority codes.

**A7.5.8.  Advisory Role.**  EDMs and CEDMs should provide individual supervisors, managers, and respective committees technical advice and assistance in the overall priority determination process.

**A7.6.  Part C-Evaluating Courses and Developmental Experiences:**

**A7.6.1. Measurement Techniques.** Follow-on job performance is the most reliable method for evaluating effectiveness of any training course. Before accomplishing training, supervisors should select an evaluation method that can best measure the performance or productivity objective that the training is expected to enhance. Objective may be to improve work quality, quantity, timeliness, or any combination of these elements. Table A7-2 provides examples of evaluating methods that may be used to measure attainment of specific training objectives.

**A7.6.2. Critiques.** Another important evaluation tool is the course critique. Employees attending formal training or participating in a developmental experience must periodically be solicited for their assessment of the training.

**A7.6.3. Uses of Evaluation.** The major purpose in evaluating training is to determine if training objectives have been achieved. The real value of course evaluation data, however, is its use in the following:

A7.6.3.1. Determining performance and productivity improvements.

A7.6.3.2. Making program changes or modifications, e.g., eliminating training of little value, changing content or method of training, reassessing or revising course objectives, and redirecting emphasis into more important or critical areas.

A7.6.3.3. Keeping management informed of training results and activities.

A7.6.3.4. Formulating future plans for training and development.

A7.6.3.5. Providing information to higher headquarters for the purpose of improving management decisions and budget and program support.

A7.6.3.6. Compiling quality reports that include narrative statements as to the value of training to the installation.

**A7.7. Part D--Evaluating the Overall Training Program:**

**A7.7.1. Program Evaluation.** AFI 36-108 provides extensive guidance concerning evaluation of the overall training function. EDMs, supervisors, and managers should become familiar with this guidance and apply it when evaluating the total training program. One of the primary uses of training course evaluation data is keeping management informed of training results and ongoing activities. The EDM must be able to look beyond the evaluation of individual training courses and integrate them into an evaluation of the total training program.

- Estimates of the extent to which economies and improved operations have resulted from training.

**A7.7.2. Evaluation Data.** Sources of program evaluation data include assessment of the organization and administration of training, the training itself, and the results of training. DCPDS provides the primary source of information for assessing AITP, financial plan, training completions, and expenditures. EDM should become familiar with the definition and use of all data elements discussed in AFM 30-130, volume 4. Familiarity and use of the data elements are critical to the construction of base-level inquiries and overall program evaluation. By using all possible sources, a quality assessment can be made of adequacy of planning and the value of employee training and development.

**Table A7.1. Evaluating Completed Training.**

| Objective and Element Items | Evaluation Measurements |
|---|---|
| Decrease break-in time for new employees: | |
| Timeliness | If some employees participate in a planned training program and others do not, have supervisor record date when each reaches an acceptable level of production. |
| | Determine average time required to bring trained workers and those who receive no training to an acceptable level of production. |
| Increase employee's production rate: | |
| Quantity | Using production records, compare production rates before and after training. Compare production rates of trained employees with that of employees not receiving training. |
| Eliminate bottlenecks: | |
| Quantity | Compare production records before and after training. |
| Quality | Use records os supervisors and inspectors on rejected work and salvage. Compare before and after training. |
| Quantity | Determine average number of rejects, errors, or amount of salvage per worker before and after training. |
| Decrease amount of time equipment is withdrawn from production for repairs: Quantity | Use maintenance records indicating number of hours per month equipment is in for repairs and the cost of repairs or maintenance. |
| Timeliness | Compute amount of time equipment is out-of-service for each worker or unit. |
| Quantity | Compare average repair time or cost per trained worker or unit before and after  training. |
| Quality | Show difference in production. |
| Quantity | Compute hours saved. |
| Decrease number of accidents: | |
| Quantity | Use compensation, safety, and health unit records showing frequency and severity of accidents. |
| Timeliness | Show amount of time lost. |

| | |
|---|---|
| Quality | Compare safety records of groups trained with those not trained to determine whether improvement can be traced to training. |
| Timeliness | Show amount of time saved by training. |
| Quantity | Determine cost of accidents for the two periods compared.<br><br>Show cost of time lost. |
| Quantity | Compare rating of work habits before and after training, based on work habits considered most important to performance of the job. |
| Quantity | Compare effectiveness of the new procedures by two groups |
| Timeliness | Compare, if possible, time needed by trained and untrained employees to adapt themselves to new procedures. |
| Improve Work Habits:<br>   Quality | Compare work produced before and after training. Rate skills 30 to 90 days after training is to determine retention. |
|    Quality | Compare, before and after training, the overt evidences of attitudes and morale which indicated the need for training; for example, the high rate of absenteeism or disciplinary actions required. |
|    Quantity | Compute hours saved |
| Decrease number of accidents: | |
|    Quantity | Use compensation, safety, and health unit records showing frequency and severity of accidents. |
|   Timeliness | Show amount of time lost. |
|    Timeliness | Show amount of time saved by training. |
|    Quantity | Determine cost of accidents for the two periods compared.<br>Show cost of time lost. |
|    Quality | Compare before and after training, the overt evidence of attitude and morale which indicated the need for training; for example, the high rate of absenteeism or disciplinary actions required.<br>Compare with similar groups not trained.<br>Compare safety records of groups trained with those not trained to determine whether improvement can be traced to training. |

**Attachment 8**

**GUIDE FOR FINANCIAL RESOURCE PLANNING AND BUDGET EXECUTION**

**A8.1. Part A--Financial Resource Planning:**

**A8.1.1. Forecasting.** Reliable forecasting of training is critical in meeting mission essential training needs. Supervisors, managers, EDMs, and appropriate committees should ensure that forecasting takes into account all known requirements and that the best estimates are provided by program and operations officials. Proper management of the needs identification and prioritization process increases accuracy in predicting requirements and assures adequate funding levels in future years.

Budget Formulation. This action involves fine-tuning the next year's projected budget based on bogies issued by AFPOA/DPM during the third quarter of each fiscal year and the AITP. The following steps should be taken to execute this phase of financial planning:

A8.1.1.1. Obtain total funding requirement and determine the percentage of actual funding, e.g. a $10,000 bogey and a $20,000 requirement equals a 50-percent funding level.

A8.1.1.2. Cover as much of the highest priority training requirements as the funding level permits. This should establish a training priority funding level cutoff.

A8.1.1.3. Designate training requirements below the line as deferred requirements for possible programming into the second out year.

A8.1.1.4. Prepare preliminary budget for presentation to and review by the MTC or the CECMC.

A8.1.1.5. Adjust, as necessary, within bogey limit and committee determinations. (See AFM 30-130, volume 4, for coding guidance.)

A8.1.1.6. Request impact statements from functional managers for those priority one training requirements that remain unfunded.

A8.1.1.7. Advise key managers of the funding level for their training requirements. (Use DCPDS output products).

**A8.2. Part B--Budget Execution:**

**A8.2.1. Executing.** In executing the current fiscal year budget, training resource managers should closely monitor funding levels to ensure each quarters' commitments and obligations are in line with their authorized funding authority. Should difficulties in meeting funding limitations arise, the appropriate committees and key managers should be advised.

**A8.2.2. Justifiying.** Before moving funding between quarters, the following justification should be documented:

- Explanation of the dollar amounts and time frames needed for the movement.
- Identification of the OBAN to be affected.
- Identification of MAJCOM or comparable organization requirement additional funding.
- Reconciliation of quarterly obligations based on the proposed movement.

**A8.2.3. Additional Funding.** When a need for additional funding has been identified, the EDM should assist functional management in preparing a written request to the parent MAJCOM which includes the following information:

- Why funds are needed
- Why requirement was not included in the AITP
- Impact statement describing mission impact if funding is not made available

**A8.2.4. Reporting Excess Funds.** When excess funds have been identified, the condition must be reported to the parent MAJCOM. The parent MAJCOM will then readjust base funding levels and report any excess to HQ AFPOA/DPM.

**A8.2.5. Processing and Documenting.** Throughout the fiscal year, specific financial obligations and expenditures occur. Several processing and documentation variations are encountered, depending on the training source selected.

- Identification of the OBAN to be affected.
- A revised quarterly obligation rate based on approval of the additional funding.
- Table A8-1 reflects the processes and documentation involved with respected training source selections.
- Training expense accounting is done by fund citation. Therefore, construction of the fund citation must be accurate. Components of a fund citation are in table A8-2.

**A8.2.6. Resource Management.** The linkage between training forms, DCPDS and the accounting system is designed to accomplish sound fiscal management and accountability. If DCPDS entries are timely and accurate, a more rapid balance and reconciliation with the accounting system can be made. The relationship between the automated accounting system and DCPDS used in the reconciliation process is displayed in Table A8-3. Close attention to the regular review of financial status during the current fiscal year ensures sound budget execution. To accomplish this, several tools are available for use. Table A8-4 provides a listing of some of these tools which can assist in managing training resources.

**A8.2.7. Closing Out the Fiscal Year.** The final step in the budget execution process involves "balancing the books". It requires a more concentrated review of fund status and end-of-year obligations. Closeout deadlines must be met to ensure an acceptable obligation rate. The following steps should be taken to ensure a smooth transition between fiscal years:

- Post all commitments by 31 August.
- Assign appropriate fund citations to track training costs extending into the next fiscal year.
- Deliver final obligation documents to DAO/AFO by 15 September (or nearest working day) each year.
- Reconcile all obligations and accounts by 24 September (or the nearest working day) of each year.

**Table A8.1.  Training Source and Financial Table.**

| When the most effective source is to | then the transaction involves |
|---|---|
| use a nongovernment training course designed specifically for Air Force needs and direct trainee costs are involved | EDM preparation of AF Form 9 authorized by an approved DD Form 1556.  AF Form 9 must contain specifications of the type training needed to satisfy the need.  Payment is made with SF 1034 then processed by contracting officer. |
| use nongovernment training that is open to the general public on a regularly scheduled basis and has standard tuition, books, and fee charges | EDM preparation of DD Form 1556.  DoD requirement to use contracting procedures for training of this type over $10,000 is waived.  Payment is made either with SFs 1034 or 1080, if training is being used by other federal agencies and transfer of appropriation is needed. |
| arrange for continuing education services with recognized educational institution | EDM preparation of a DD Form 1556, which authorizes establishment of an educational services agreement or extension of one already in existance (see Defense Acquisition Regulation; Part 900).  As above, the EDM and contacting officer should confer on the documentation to be used. |
| use a government training facility other than DOD | EDM certification of a DD Form 1556 prepared and submitted by requesting official. Payment of direct cost is made with SF 1080. |
| use DoD training facility other than Air Force | EDM certification of DD Form 1556 prepared and submitted by requesting official.  Form 448 is issued to the providing DoD component.  Payment is made using SF Form 1080.  *NOTE*: If Air Force is the training provider, then DD Form 448-2 is used to accept funding support from other components. |
| use an Air Force facility | EDM certification of DD Form 1556 prepared and submitted by reporting official that obligates funds and justifies payment of indirect costs. |
| use a contractor or vendor source to satisfy a special training requirement | EDM preparation of an AF Form 403 for submission to AETC for contract or in-house determination source. |

**Table A8.2.  PEC 88751--Sample Training Fund Cite.**

| **12345678** |
|---|
| 57X340030X43XXXX16XTAS40X02XXXXXXX(XXX, XXX) |

| 1--Fiscal year |
| 2--OBAN |
| 3--Command code ID and major organization |
| 4--Type of training |
| 5-- EElCs--tuition, travel and per diem |
| 6--Accounting and disbursing station number |
| 7--Local control number |
| 8--DAO/AFO advice number (OA) (AF816) |

**Table A8.3. Relationship Between Expense Element Investment Code (EEIC) and the Defense Civilian Personnel Data System (DCPDS).**

| R U L E | A<br>If the cost is for | B<br>then the EEIC is | C<br>and the DCPDS CQ data element is | D<br>and DCPDS training history category is |
|---|---|---|---|---|
| 1 | tuition | 553 | INDIV-TUITION-COST | DIRECT COSTS |
| 2 | books and tuition-related costs | 553 | INDIV-BOOKS-FEES-COSTS | DIRECT COSTS |
| 3 | miscellaneous contractservice registration fees | 553 | | DIRECT COSTS |
| 4 | administrative costs (necessary to develop, revise, or update the training) aids, equipment, instruction materials and supplies (see note) | 553 | INDIV-AID-EQUIP-COST | DIRECT COSTSe |
| 5 | specially designed courses developed for Air Force | 553 | TOTAL-CONTR-TNG-COST | DIRECT COSTS |
| 6 | contract training facility quarters | 553 | TOTAL-RENT-SPA-COST | DIRECT COSTS |
| 7 | per diemincidentals | 409 | INDIV-PER DIEM-COST | INDIRECT COSTS |
| 8 | travel, transportation, and related costs | 408/409 | INDIV-TRAVEL-COST | INDIRECT COSTS |
| 9 | alternate travel transportation costs(long-term, full-time training | 421/463/469 | INDIV-ALT-LTFT-COST | INDIRECT COSTS |

*NOTE:*

EEIC 592 is only used for registration fees and funds covering related expenses for participants attending meetings whose presence is necessary for adequate AF representation in private associations and activities not convened for the purpose of training.

**Table A8.4. Operating Budget Account Number (OBAN) Management Tools and Uses.**

| Tools, User, and Source | Description |
|---|---|
| "OPERATING BUDGET LEDGER," EDM, DAO/AFO | Product displays annual and quarterly dollar load, quarterly expenses paid, unpaid, on order, obligations, commitments, and unobligated balances. Used to project expense rates and identify the overall need to make adjustments. |
| "RESPONSIBILITY CENTER (RC) MANAGER MONTHLY REPORT," EDM, DAO/AFO | Product displays dollars by EEIC and is sorted by first two digits of responsibility center & cost center (RC&CC) to show totals for each MAJCOM, major units, and tenants. It also includes obligation percentage rates. Used for finer projection analysis. |
| "RC MANAGER COST CENTER REPORT," EDM, DAO/AFO | Product consolidates dollars by RC&CC and is a useful too; for providing financial status feedback to managers and training committees. |
| "OBAN MANAGEMENT REPORT," EDM, DAO/AFO System | Summary report displaying total dollars by EEIC. Helpful in monitoring entire OBAN dollars. |
| "REQUIREMENTS FILE (CQ) DATA," EDM, DCPDS | DESIRE inquiries in a variety of formats to satisfy management's needs. |
| "ANNUAL INSTALLATION TRAINING PLAN," EDM, DCPDS | DCPDS requirements file (CQ) validation DESIRE. Used to display annual training requirements for supervisors, MTC, and commander approval. |
| "FUND STATUS FOR PEC 88751 MAJCOM AND SEPARATE OPERATING AGENCIES (SOA), AND COMPARABLE ORGANIZATIONS", CEDMS, DAO/AFO at District of Washington (AFDW) | Provided monthly by AFPOA/DPM. Displays consolidated dollar data from all bases under MAJCOMs or comparable organizations. Useful in considering requests for adjustment from bases and to track obligation rates. |
| "FUNDS STATUS FOR PEC 88751 BY EEIC," MAJCOMs, Comparable organizations, CEDMs, DAO/AFO at AFDW. | Provided monthly by AFPOA/DPM. Displays total OBAN dollars by EEIC. Used to track the performance status of each OBAN. |
| "ACTUAL EXPENSES PAID," MAJCOMs, comparable organizations, CEDMs, AFO system at AFDW. | Provided monthly by AFPOA/DPM. Displays actual expenses paid by each OBAN. Costs can be compared with ATLAS inquiry at Air Force file displaying costs that have been entered by the EDS. |
| "REQUIREMENTS FILE (CQ DATA)," CEDMs, managers, DCPDS | ATLAS inquiries in a variety of formats to review training requirements established by subordinate bases. |
| "ALL AFO REPORTS", AFPOA/DPM, DAO/AFO | Used to monitor base OBANs. |
| "ALL AFPOA/DPM, DCPDS PRODUCTS," HQ AFPOA/DPM, DCPDS | Used to compare DCPDS and accounting cost data to project budget justifications. |

**Attachment 9**

**GUIDE FOR ADMINISTERING NEW EMPLOYEE ORIENTATION PROGRAM**

**A9.1.  Part A--Objective and Program Features:**

**A9.1.1.  Program.** New employee orientation programs are designed to assist new employees in adjusting readily to their jobs and work environments.

**A9.1.2.  Objective.** The main objective is to provide information that will help employees understand missions, functions of their units, conditions of employment and to acquire positive motivation at the outset.  Supervisors must release employees for attendance at scheduled orientations.

**A9.2.  Part B--Program Components:**

**A9.2.1.  Orientation Interview.** Initial interview conducted by a CPF representative during personnel processing of all new employees.  Information furnished covers such subjects as housing, transportation, installation facilities, duty hours, pay and pay periods, and insurance benefits.

**A9.3.** Job Induction.  Accomplished by the immediate supervisor on arrival of an employee newly assigned to a unit.  When a new employee reports to a unit, job induction should include these activities:

A9.3.1.  Welcoming and introducing the employee to coworkers and higher-level supervisors.

A9.3.2.  Reviewing and discussing the employee's position description and AFP 40-11.

A9.3.3.  Explaining the work of the unit and the relationship between the employee's work and that of her or his coworkers.

A9.3.4.  Reviewing the employee's performance plan, including requirements and standards and FTP, if applicable.

A9.3.5.  Reviewing all materials, manuals, etc., that may be needed on the job and an explanation of any relevant safety practices.

A9.3.6.  Explaining the chain of command and points of contact for information and assistance.  If union stewards are assigned, appropriate introductions should be made.

A9.3.7.  Explaining any unit customs or practices that may not be standard throughout the installation, such as hours of duty, lunch and authorized break periods, approving officers for leave, and similar matters.

A9.3.8.  Touring the work area and available facilities.

A9.3.9.  Identifying and discussing any areas of work with which the employee may not be familiar and for which she or he may require special attention or training.

A9.3.10.  Establishing a definite schedule of assistance for the first few weeks or months of the employee's service.

A9.3.11.  Assigning initial duties and encouraging the employee to ask questions.

**A9.4. Group or Desk Orientation.** These are orientations given by a representative of the CPF to all employees new to the Air Force. Portions of this orientation may also be locally required for employees newly assigned from other Air Force activities and former Air Force employees following a break in service. Group orientations should be conducted at regular intervals, but, if employment volume is low, desk orientations may be used for one to four employees at a time. In either case the orientation should be furnished within 90 days of the employees arrival on the installation. Topics to be covered should include:

- Mission of and orientation to the Air Force, the command, and the installation
- Employee's rights, opportunities, and privileges (AFP 40-11 should be distributed)
- Responsibilities and obligations of Air Force employees, including restrictions with regard to gratuities and outside activities
- Leave, pay, health benefits, insurance, retirement, and compensation for injury, and, if applicable, special entitlements such as living quarters allowance
- Health, safety, and drug and alcohol abuse (see AFI 36-810)
- Merit promotion policy, equal employment opportunity policy, and incentive awards programs
- Employee training and development policy and opportunities
- Security of and safeguarding military information
- Employee and labor relations
- Performance management program

**A9.5. Continuing Orientation.** Periodically, and as circumstances warrant, selected subjects should be presented in a group environment to provide current information. Commander's call and awards ceremonies provide an excellent opportunity for addressing matters of interest to the work force.

**A9.6. Overseas.** In overseas areas, CPFs should ensure that, in addition to the topics listed above, subjects peculiar to the host country or area are covered. This may include, but need not be limited to, the following:

- History, culture, and political conditions of the host country
- Administrative and other agreements governing the status of US citizen employees
- Suggested standards of conduct for employees, including personal relationships with citizens of the host country
- Where applicable, the use of local currency, military payments certificates, and currency conversion
- Information concerning the availability of training in the language of the country of assignment
- Overseas unique benefits and requirements.

**Attachment 10**

**CAREER ENHANCEMENT PLAN (CEP)**

**A10.1.  General.** The CEP is primarily designed to document required training and development needs for registrants in Air Force career programs.  The CEP replaces the individual development plan (IEP) and provides an in-system interface between individual training requirements and the career program training budget process.  Data are extracted from three different files (CA, CE, CQ) and made part of the CEP.  CEP is required for all career program registrants and may be used at major command (MAJCOM) or local discretion for other employees.

**A10.2.  Career Enhancement Plan--Page 1:**
- Part I--Required Training--Contains information on employee training requirements and needs as identified by the first-level supervisor and approving official.
- Training requirements are revalidated, annually, in conjunction with the annual training survey.
- Indicates course title or course number to help identify courses without a descriptive table 188 code.
- Must contain required courses (identified by career programs) available through central funding. Information on courses and seminars approved for local funding by base-level training and development committees may be included at local discretion.
- Supervisors should review part I carefully during the annual training survey and, after consultation with the EDS, determine which courses will not be provided by the end of the fiscal year and determine whether to delete a course  or request it for the following year.  If a course is retained, place a new start date on the CEP. New requirements may be added to the form in pen or pencil. This information may be used when building the annual training plan.

**A10.3.  Part II--Training History:**
- Contains information on training courses and seminars previously completed by the employee.
- Allows supervisors to quickly identify which employees have not completed required or mandatory training.
- Provides information on courses completed in residence, by correspondence, or through an equivalent course.

**A10.4.  Part III-Scheduled Training Management System (TMS) Training:**
- Shows scheduled pipeline training the employee is committed to attend.
- Indicates course title or course number to differentiate between courses without a descriptive table 188 code.
- Provides information on established course and seminar start dates.

**A10.5.  Approvals:**
- Signature of the supervisor reflects agreement with the required training and willingness to release the employee.

- The approving official has final authority to ensure the employee will be released to attend training as scheduled. The approving authority may be the next level supervisor or other official as designated by the career program.

**A10.6. Career Enhancement Plan--Page 2.** This page is an optional counseling tool for the supervisor and employee.

A10.6.1. Part IV--Short--Range Goal. Employees identify a position or type of position by series, grade, organizational and supervisory level, and duties that is a short-range goal in their career development.

A10.6.2. Part V--Long--Range Goal. Employees identify a position or type of position by series, grade, organizational and supervisory level, and duties that is a long-range goal in their career development.

A10.6.3. Part VI--Developmental Assignments. Employees identify career broadening or enhancing assignments by series, grade, organizational and supervisory level, duties, and location that will contribute to their development and goal attainment.

A10.6.4. If the employee wishes to identify career broadening or enhancing desires within the system, Air Force Form 2675, **Civilian Career Program Registration and Geographic Availability,** must be completed and submitted to the CPF in order to update the DCPDS.

A10.6.5. The completed page two is retained by the supervisor and the employee.

**A10.7. Linkage with the Annual Training Survey.** Each career program registrant, in conjunction with the annual training survey must have a CEP that links training to maintaining or improving performance. In preparing the CEP, the supervisor and employee tailor enhancement activities to individual needs based on existing competencies. The supervisor may also use the CEP to help evaluate achievement or enhancement objectives during the annual performance appraisal process.

**A10.8. CEP Process:**

A10.8.1. CEPs are requested by the CPF for all career program registrants during the annual training survey and may be used as a survey document. Copies are provided to each organizational supervisor to assist them in determining centrally funded training requirements for the forthcoming fiscal year.

A10.8.2. Supervisors review and discuss the CEP with employee and revise the plan based on individualized needs assessment, career goals, and centralized training and development activities offered by career programs. Page 1 of the CEP is sent to the CPF for input into the DCPDS and maintenance with survey records.

A10.8.3. On loading all revisions; the CPF accesses the DCPDS, requests an updated page 1, and provides two copies to the organization for distribution to the supervisor and employee. CEP is printed on 2-part paper.

**A10.9. DESIRE Products.** CPF may wish to develop DESIRE products to be used in analysis of, and advice to management on the career program registrant population, i.e. provide DESIRE products to each organization that lists career program registrants who do not have identified training requirements in the required training area (RTA).

**Attachment 11**

## INSTRUCTIONS FOR USE AND COMPLETION OF DD FORM 1556, REQUEST, AUTHORIZATION AGREEMENT, CERTIFICATION OF TRAINING AND REIMBURSEMENT

**A11.1. Part A--Use of DD Form 1556.** This form must be used to authorize training, including direct and indirect costs, of civilian employees in government facilities, nongovernment facilities, and attendance at meetings. It must be used for all formal training of 8 hours or more and all other training, regardless of length, if costs are involved. Approval of such training is required before enrolling in or making any commitments for training. Procedures for defense management education and training (DMET) courses are in the DMET Catalog, DoD Manual 5010.16-C, issued annually. DD Form 1556 is a multi-purpose form designed to document a variety of training transactions such as a:

- Continued service agreement (CSA)
- Certification of authorized expenditures and availability of funds
- Document to authorize advance or reimbursement
- Certification and record of completion of training
- Record of equivalency credit
- Evaluation of training
- Employee certification regarding receipt of contributions, awards, or payments in connection with the training

**A11.2. Part B--Ten-Part and Single Cut-Sheet Form Applications.** The DD Form 1556 is available as a 10-part set and as a single cut sheet version. The 10-part set must be completed when:

- Direct training costs will be incurred. (One ten-part set may cover more than one attendee. It is at local option to use a continuation sheet (paragraph A11.2.3) or attach a cut-sheet for each trainee.)
- A continued service or reimbursement agreement is needed.
- It is required for vendor notification and confirmation.

**A11.2.1. Single Cut-Sheet.** Training that does not meet the above criteria may be covered by the single cut-sheet version of the DD Form 1556, as long as sufficient copies are submitted to the CPF for evaluation and documentation purposes.

**A11.2.2. Continuation Sheet.** As a local option, the CPF may authorize use of a bond paper continuation sheet when two or more employees who fall under the authority of the approving authorizing official (block 34) are nominated to attend the same course at the same time and place. For each employee scheduled to attend, a tabular format is used providing the name, organization to which assigned, approving supervisor, and, when appropriate, direct cost, indirect cost, and total cost. Aggregated costs of all employees scheduled to attend must be entered on DD Form 1556.

A11.2.2.1. If training requirements are identified by program, subject, training area, weapon system, subsystem, new facility, or equipment, rather than by name nomination, the continuation sheet must give as much basic information as known, including the number of employees to be trained.

A11.2.2.2.  Purposes for which the continuation sheet (attached to appropriately signed DD Form 1556) may be used include:

- Requesting, approving, and authorizing training.
- Establishing monthly and quarterly funds obligation authority with the DAO/AFO.  (Use with single cut sheet version of DD Form 1556).

**A11.3.  Part C--Distribution of DD Form 1556 Copies.** Table A11-1 depicts the normal distribution pattern:

**Table A11.1.  DD Form 1556 Distribution--10-Part Set.**

| Copy Number | Distribution |
|---|---|
| 1--Agency (Training and Personnel Folder) | Filed in employee's official personnel folder (OPF) after completion of training (including abandonment or unsuccessful completion of training). |
| 2--Automated Data Processing Copy | Optional--used as a DCPDS input document. |
| 3--Vendor (Request Document) | Send to training source (or to AFPOA/DPM when centrally controlled or to AFCPMC when career program controlled) to nominate employee.  This copy is not returned to the CPF. |
| 4--Vendor (Finance) | Send to training facility or vendor (or to HQ AFPOA/DPM when centrally controlled or to AFCPMC when career program controlled) as the obligation authority for approved costs. |
| 5--Vendor (Agency) | Send to training facility or vendor (or to HQ AFPOA/DPM when centrally controlled or to AFCPMC when career program controlled).  When instructed to do so, the vendor completes section F and returns to the agency to show acceptance of the student. |
| 6--Agency (Finance) | When direct or indirect costs are involved, this copy serves as a backup document and is kept with the AF Form 616..  If the AF Form 616 is used, this copy is given to the DAO/AFO. |
| 7--Agency (Finance) | (Same as copy 6.)  This copy authorizes any separate payments for books, materials, or other costs. |
| 8--Agency (Employee) | After certification of training completion, this copy is sent through the supervisor to the employee.  The supervisor documents the automated supervisor's employee brief, and gives the DD Form 1556 to the employee for his or her personal records. |
| 9--Agency (Evaluation) | This copy is used to justify the training need and to evaluate the achievement of the objectives.  After all items are completed, this copy is kept in the CPF training files. |
| 10--Activity (Optional Use) | This copy is kept by the supervisor when he or she initiates the form. |

**A11.4.  Part D--How to Prepare DD Form 1556 Single Cut-Sheet and 10-Part Ver sions.**  In preparing the form, it is necessary to use instructions in table A11-2 which clarifies the instructions on the reverse of the 10-part form.

**Table A11.2. Instructions For Completing DD Form 1556.**

| ITEM | ENTERED BY | INSTRUCTIONS |
|---|---|---|
| *Follow DD Form 1556 instructions sheet unless otherwise noted.* | | |
| **COPY 1 OF THE 10-PART SET, AGENCY (TRAINING AND PERSONNEL FOLDER OR THE SINGLE CUT-SHEET (Front Side)** | | |
| A | CPF | First 2 characters are "AF." The second 2 characters are the MAJCOM identification code (DCPDS, table 55). The last 4 characters are the submitting office number (DCPDS, table 81). |
| B | CPF | Contract number. Complete if training is procured by a contract or educational services agreement. Information is available from the contracting officer. |
| **SECTION A--TRAINEE INFORMATION** | | |
| 5 | CPF | For nongovernment training, enter years and months of continuous federal service. Information is available in DCPDS. |
| 6/7 | Supervisor | (optional items) Enter when required by training facility, vendor, or local option. |
| 7b | Supervisor | Enter the trainee's office telephone number (commercial and DSN). |
| 13 | CPF | Not required. |
| 15 | CPF | Enter only if nomination is for nongovernment training of more than 40 hours. |
| 16 | Supervisor | If the applicant for training is disabled and in need of special arrangements (brailling, taping, interpreters, facility accessibility, etc.), place an X in the block. Then, describe the special arrangements on a separate sheet (plain bond paper) and attach two copies to the DD Form 1556. *NOTE*: The applicant is not required to furnish this information. Her or his signature on the separate sheets, which are attached to the DD Form 1556, indicates agreement to release the information to training vendors. |
|  | CPF | Attach the signed description of the disabled applicant's special arrangements to OPF copy and the vendor's copy (copy 3 of the 10-part form or the copy of the single sheet which is sent to the office providing the training). |
| **SECTION B--TRAINING COURSE DATA** | | |
| 17 | CPF | Follow instructions on the 10-part form. In addition, enter the civilian requirements (CQ) file record control flag on each DD Form 1556 as a cross-reference to DCPDS data. (See AFM 30-130, volume 4, chapter 13.) |

| 20a | Supervisor | Enter one of the following codes that best describe the primary purpose of the training:1--Mission or Program Change. To provide KSA needed as a result of change in activity mission, policies, programs, or procedures.2--New Technology. To provide knowledge or skill required to keep abreast of developments in the employee's occupational field or a related field.3--New Work Assignment. To provide skills or knowledge needed as a result of assignment to new duties and responsibilities when such training is not a part of a planned career development program. (Also, see code B.)B--Developmental Opportunity. If the situation is as described in code 3 above and the employee is receiving training under the DOP use code B. (Also, see code C.)4--Improve Present Performance. To provide knowledge or skills needed to improve or maintain proficiency in present job.5--Meet Future Staffing Needs. To provide knowledge and skills needed to meet future staffing needs through a planned career development program in an occupational specialty, executive, or managerial development program, a management internship or a training agreement, or program to upgrade skills and abilities. (Also, see code C.)C--Developmental Opportunity. If the employee has been selected as a part of the DOP to receive training in anticipation of future placement, use code C.6--Develop Unavailable Skills. To provide knowledge or skills needed for fields of work that are unique to the Air Force, or to meet staffing needs in occupations for which the labor market cannot produce a sufficient number of trained employees.7--Trade or Craft. To provide the classroom or group portion of the formal training that, together with guided work experience, permits the employee to acquire or upgrade the knowledge and skills needed to meet the full requirements for journeyman status.8--Orientation. To provide orientation to policies, purposes, functions, and mission of the Air Force or the federal government for new employees.9--Adult Basic Education. To provide the basic knowledge and skills needed to permit the employee to function in the world of work. |
|---|---|---|
| 20c/d | CPF | Use appropriate codes from central DCPDS tables 205 and 203. |
| 20e | | Leave blank. |
| 20f | Supv/Sec | Complete when security clearance is required by training facility or vendor. Information on clearances must be obtained by the supervisor from the appropriate security office. |
| 20h | Supervisor | Use priority definitions stated in this regulation (attachment 3). |
| 20j | CPF | Use appropriate codes from DCPDS, table 118. |
| 20k | Supv/CPF | Leave blank. |

| | | |
|---|---|---|
| 22a | CPF | Enter training type from DCPDS, table 188, unless otherwise directed by the training facility. *NOTE*: This entry differs from "type" code in item 20, part B. |
| 22b | CPF | If course is in the TMS, enter the course number as it appears in the TMS catalog. If not in TMS, enter another catalog course number, if appropriate. |
| **SECTION C--COST AND BILLING INFORMATION** | | |
| 25d | CPF | Use appropriate code from central DCPDS, table 214. |
| 27 | CPF | Enter fund cite. NOTE: For direct costs only. |
| 28 | | Local option. |
| 29 | CPF/DAO/AFO | As the resource manager, the EDM signs and certifies availability of funds based on earlier commitments initiated by AF Form 616. |
| 31 | CPF | Advice number on the AF Form 616 is entered here. |
| **SECTION D--APPROVAL AND CONCURRENCE** | | |
| 32 | Supervisor | Supervisor's signature certifies that the training is job related, is essential, represents a valid need, and that the employee will be released to attend the training. |
| 33 | CPF | Type or print name of certifying official (EDM). Enter telephone number (commercial, for OPM) of EDM, obtain signature, and enter date.*NOTES:*1. Depending on the type, level or length of training, it maysometimes be necessary for the employee development specialist (EDS) to obtain higher level written approval or a waiver before signing in item 33.2. Signature of the EDS and resource manager in this block constitutes agency certification of compliance with prevailing laws and directives, including consideration of special arrangements at training facilities for handicapped or disabled employees. |
| 34 | Management | This block is signed by the 2d level manager who has supervisory approval authority for the operating organization. Signature indicates the need is valid and the priority shown in block 20h, is appropriate. |
| 37 | CPF | Enter the mailing address for training function in the CPF. If funding is provided from the HQ AFPOA/DPM OBAN; that is, not the CCPF, MAJCOM, or comparable organization OBAN, enter: HQ AFPOA/DPM, 1040 Air Force Pentagon, Wash DC 20330-1040. |
| **SECTION E--APPROVAL AND CONCURRENCE** | | |
| 38 | Authorized EDS | Self-explanatory. |

| COPY 1 OF THE 10--PART SET, (REVERSE SIDE)--PRIVACY ACT STATEMENT OR SINGLE CUT-SHEET VERSION (Back Side)*The supervisor must obtain the employee's signature before submitting the form to the CPF. NOTE: When using the single-sheet version, employee's signature in item 63 satisfies Privacy Act requirements.* | | |
|---|---|---|
| **SECTION E-- 10-PART SET, EMPLOYEE AGREEMENT TO CONTINUE IN SERVICE** | | |
| 38 | CPF and Trainee | Use Continued Service Agreement at attachment 11, this instruction. |
| 39 | Trainee | Sign and date for all but mandatory training. Copies 3, 4, and 5 (reverse side). |
| **TRAINING VENDOR** | | |
| 44 | CPF | Enter mailing address of servicing CPF or that of HQ AFPOA/ DPM if centrally funded. Copies 6 and 7 (reverse side). |
| **SECTION G--FINANCE** | | |
| 45 | CPF | EDM authorizes payment by signature in this block. Amount to be paid is direct costs only. Do not enter or include indirect costs in item 45 of DD Form 1556. |
| 46 | DAO/AFO | Enter amount paid, date, and signature. |
| 47 | CPF | EDM indicates when advanced or reimbursement method of payment is to be used. |
| **COPY 8 (REVERSE SIDE)***Same as copy 1 (reverse side)* | | |
| | | |
| **COPY 9 OF 10--PART SET--AGENCY EVALUATION (Front and Back) OR SINGLE CUT-SHEET VERSION (Back)** | | |
| | | |
| **SECTION H, EVALUATION (10-PART SET)** | | |
| | | |

**Attachment 12**

**GUIDE FOR SELECTING TRAINING SOURCES**

*Part A--Local Installation--Level Training*

**A12.1.  Self Development.**  Self-development is that education, training, or other developmental activity which is self-initiated, funded by the employee, and taken on the employee's own time to better qualify the employee for his or her work or profession, or to contribute to his or her career opportunities.

**A12.2.  Proficiency Training.**  Training designed to improve performance, maintain currency or develop new KSAs required for successful job performance.

**A12.3.  Developmental Training.**  Training designed to enhance or develop KSAs which may be necessary to progress and perform successfully in higher level positions.

*Part B--Air Force and Other DoD Facilities*

**A12.4.  Air University Seminar Programs.**  AFR 213-1 designates the base education services officer (ESO) as action officer for organizing, publicizing, and supporting these programs.  EDM works with the ESO to identify potential civilian students and to reserve civilian allocations in the programs.

   A12.4.1.  Air War College (AWC) Associate Program (Nonresident). Civilian employees, GS-13 and above, are eligible and should be encouraged to take part in this program.  The servicing ESO is the primary source of information on entrance requirements.

   A12.4.2.  Air Command and Staff College (ACSC) (Nonresident Seminar Program).  Civilian employees, GS-12 and above, are eligible to take part in this program.  Civilian spaces may be obtained through contact with the ESO.  Eligible supervisors and managers are encouraged to take part.  The list of installations where nonresident seminars are conducted is contained in AFCAT 36-2223.  The correspondence versions of these seminars are described in the US Air Force Extension Course Institute (ECI) catalog.

**A12.5.  US Air Force Extension Course Institute** .  The ECI supplements formal training programs. These courses are described in the US Air Force ECI catalog.  The basic directive is AFI 36-2202.

**A12.6.  Air Education and Training Command (AETC) Schools and Courses** .  With few exceptions, all AETC schools and courses are managed through the Training Management System.  See AFM 30-130, volume 4, for instructions on requesting spaces.  Requirements are identified according to ATC and MAJCOM guidance.  Out of cycle requirements and procedures for processing special training are covered in AFI 36-2202.

   •   AETC arranges for and conducts technical training schools.  AFCAT 36-2223 contains course descriptions, prerequisites for attendance, location, and other information on these courses.

**A12.7.  Air University Professional Schools.** This training is conducted by activities such as AWC, ACSC, Academic Instructor and Foreign Officer School, Center for Professional Development (CPD), and Air Force Institute of Technology (AFIT).  Course prerequisites, location, and nomination requirements are in AFCAT 36-2223.

A12.7.1.  The AWC is the senior-level of Air Force professional military education (PME) school. This 10-month, graduate-level study program focuses on the strategy and tactics of theater warfare. Eligibility and selection criteria are in AFR 53-8.

A12.7.2.  The ACSC is the intermediate level Air Force PME school.  This program is designed to prepare students for assuming increased responsibility, both on the staff and in command.  Eligibility and selection criteria are in AFR 53-8.

A12.7.3.  The academic instructor and foreign officer school is designed to prepare students for assignments involving curriculum development and instruction.  Prerequisites and course description are in AFCAT 36-2223.

A12.7.4.  The CPD offers a variety of specialized management training courses (personnel, comptroller, chaplain, and staff judge advocate).  Course descriptions and prerequisites are in AFCAT 36-2223.

A12.7.5.  The AFIT, located at Wright-Patterson AFB, conducts short- and long-term credit and non-credit education programs in scientific, technological, managerial, medical, and other fields. The AFIT conducts continuing education programs.  Program responsibilities are stated in AFR 53-11. Courses, prerequisites, and procedures are described in AFCAT 36-2223.

**A12.8.  DOD Education and Training Programs:**

- Defense Management Education and Training (DMET) Program.  The DMET program provides specialized education and training designed to enhance the performance of personnel engaged in management functions throughout DoD.  The program promotes uniform implementation of DOD policies, directives, and instructions.  AETC is the Air Force focal point for Air Force-sponsored DMET courses.  Program responsibilities are stated in AFR 53-21. Courses, prerequisites, and procedures are described in the DMET Catalog (DoD Manual 5010.16-C).  All DMET courses are managed through the TMS, when funded by AETC.

**A12.9.  DOD Joint College Programs.** Civilian employees with recognized potential may attend the National War College, and the Industrial College of the Armed Forces.  Eligibility and selection criteria are in AFR 53-8.  HQ AFPOA/DPM issues a call for nominations, annually.

*Part C--Developmental Assignments*

**A12.10.  Developmental Assignments.** This source of training is designed to prepare employees for future assignments or to cross train to improve proficiency on the current job.  Developmental assignments range from informal OJT assignments such as task force and committee assignments, understudy, and temporary replacement of employees absent from work, to more formalized career broadening assignments.  Developmental assignments may be within the Air Force, at DoD, at other government agencies, or outside the federal service with industry, educational institutions, or state or local governments.  The competitive merit selection process is applied as required by staffing and career program regulations for developmental assignments.

**A12.11.  DoD-Wide Training Agreement for Rotational Assignments for Develop ment of Key Personnel of the DoD.**  This agreement allows for the assignment of employees across functional, DoD component, and federal agency lines for 6 months to 3 years.  Assignments are subject to post-audit and require the preparation of an FTP against which the employee is evaluated.  Care must be taken to make

sure that employees do not suffer loss of credit for cash awards, merit pay, or promotion consideration as a result of their participation in the program.

*Part D--Interagency Training Programs*

**A12.12.  Standard Courses and Programs Offered by OPM.** These include programs that are centrally developed and conducted by OPM, such as the Federal Executive Institute and Executive Seminar Center programs.  Air Force participation in these courses is funded and administered by HQ AFPOA/DPM.  The OPM also offers, through its regional training centers (RTC), managerial, and supervisory development courses and a variety of technical courses.  RTC course announcements and schedules are sent directly to CPFs on request.

**A12.13.  Other Interagency Training Sources.** Other interagency training sources include:

A12.13.1.  Interagency Auditor Training Programs, Graduate School, Room 138, Department of Agriculture, Capital Gallery, 600 Maryland Ave., SW, Wash DC 20024.

A12.13.2.  Legal Education Institute, Department of Justice, 1875 Connecticut Ave., NW, Suite 1034, Wash DC 20530.

A12.13.3.  GSA Training Center, 1755 Jefferson Davis Highway, Crystal Square, Bldg. 5, Room 1006, Arlington VA 21006.

A12.13.4.  Federal Law Enforcement Training Center, Bldg. 94, Glynco GA 31520.

A12.13.5.  US Department of Labor, Occupational Safety and Health Administration Training Institute, 1555 Times Dr., Des Plains IL 60018.

A12.13.6.  Department of State, M/FSI, Extension Studies Program, Room 100, SA-3, Arlington VA 20502.

A12.13.7.  Federal Emergency Management Agency, National Emergency Training Center, 16825 South Seaton Ave., Emmitsburg MD 21727.  Course announcements and schedules will be sent upon request.

*Part E--Non-Government Facilities*

**A12.14.  Nongovernment Facilities.** A wide variety of local nongovernment facilities may be available, depending on the installation's needs.  An EDM should maintain a comprehensive library of sources for management's use of facilities providing training related to the serviced areas mission.  Comprehensive training source data bases are also available through DCPDS.

**Attachment 13**

**GUIDE FOR APPRENTICE PROGRAM PLAN**

**A13.1. Regular Apprentice Program.** Air Force regular apprentice programs are registered with the US Department of Labor's Bureau of Apprenticeship and Training (BAT) before activation. The CPF advises managers regarding preparation of supporting documentation required for BAT approval and certification. Requests to establish, change, or cancel programs are sent by the servicing CPF to the parent command for review and transmittal to HQ AFPOA/DPM. To obtain approval, the training, work experience, and schedule, must be described in a written plan stating terms and conditions of employment, training, and supervision. This plan must:

A13.1.1. Ensure that each apprentice is under a written apprenticeship agreement which is accomplished by completing AF Form 6, **Apprenticeship Agreement.**

A13.1.2. Contain an outline of major job elements in which the apprentice will receive supervised work experience, OJT and formal classroom training showing the approximate amount of time to be spent in each. Provide for at least 144 hours per year of related formal classroom-type instruction. Include at least 2,000 hours of work experience covering a two to four year period.

A13.1.3. Show a progressively increasing schedule of wages, based on successful performance of appropriate progress records. Provide for periodic review and evaluation of the apprentice's progress in job performance and related instruction and the maintenance of appropriate progress records.

A13.1.4. Ensure adequate safety training is provided which includes the necessary equipment and facilities are available to conduct the training.

A13.1.5. Document advanced standing or credit before program entry for previously acquired experience, training, or skills with commensurate wages for any advanced progression step so granted. Show the minimum qualifications required for persons entering the apprenticeship program. Include a probationary period as required for new employees, when appropriate.

A13.1.6. Ensure that qualified training personnel and adequate supervision are provided.

A13.1.7. Provide for recognition of successful completion by preparing the AF Form 76, **Certificate of Completion of Apprenticeship**, obtained by the MAJCOM from HQ AFPOA/DPM before graduation ceremonies for each apprentice completing all program requirements.

A13.1.8. Provide for the prompt submission of any modification or amendment to the plan.

A13.1.9. Special Apprentice Program. Special apprentice programs are formal training programs normally less than 2 years. Formal classroom training, OJT, and performance requirements are established using instructional systems development (ISD) methodology. From this methodology, a formal written training plan which specifies in 6-month increments all experience, OJT, formal classroom training, and performance requirements. Wages to be paid are determined in advance for each 6-month period consistent with successful performance, program completion, and skill to be acquired. Each trainee is provided a copy of the written training plan. Trainees completing the program are provided appropriate recognition.

A13.1.10. Employee Applications for Veterans Administration (VA) Benefits.  Following VA approval of either type of program, eligible employees should submit applications to the VA office that has their veteran's records, if known,  otherwise they should write to the VA regional office in their current state of residence.

**Attachment 14**

**AIR FORCE CONTINUED SERVICE AGREEMENT FOR CIVILIAN EMPLOYEES**

1.  I agree that upon completion of the Air Force sponsored training described below, I will work for the US Air Force for three times the length of the training period. (The length of full-time training is 8 hours for each day of training, up to a maximum of 40 hours a week.)

2.  If I voluntarily leave the Air Force before completing the period of service shown in item 7 below, I AGREE to reimburse the Air Force for the tuition, travel, per diem, books and materials, fees, administrative overhead costs, and other related expenses (EXCLUDING SALARY) paid in connection with my training as shown in item 8 below. However, the amount of the reimbursement will be reduced on a pro-rated basis for the percentage of completion of the obligated service. (For example, if the cost of training is $3,000 and I complete two-thirds of the obligated service, I will reimburse the Air Force $1,000 instead of the original $3,000.)

3.   I FURTHER AGREE that if I voluntarily leave the Air Force to enter the service of another federal agency or other organization in any branch of the government before completing the period of service agreed to in item 7 below, I will give my servicing civilian personnel office written notice of at least 10 workdays, during which time a determination concerning reimbursement will be made. If I fail to give this advance notice, I AGREE to pay the amount of additional expenses (Title 5 U.S.C. 4109(a)(2)) incurred by the government in this training.

4.  I understand that any amounts which may be due the Air Force as a result of any failure on my part to meet the terms of this agreement may be withheld from any monies owed me by the government, or may be recovered by such other methods as are approved by law.

5.   I FURTHER AGREE to obtain approval from the employee development manager responsible for authorizing training requests of any proposed change in my approved training program involving course and schedule changes, withdrawals or incompletions, and increased costs.

6.  I acknowledge that this agreement does not in any way commit the government to continue my employment. I understand that if there is a transfer of my service obligation to another federal agency or other organization in any branch of the government, the agreements in items 1, 2, and 3 of this section will remain in effect until I have completed my obligated service with that other agency or organization.

7.  Period of obligation service is from_____to_____beginning on or about_____

8.  Projected costs are:
    a.  Tuition:
    b.  Travel:
    c.  Per diem:
    d.  Books and materials:
    e.  Fees:
    f.  Other related costs and administrative overhead:
    g.  Total:

9.  Course title:

10. Training facility:

11. Projected dates of attendance:

12. Employee's signature:

13. Date:

14. CPF representative signature:

15. Date:

DISTRIBUTION:

Orig--Employee's OPF

1--Training File

1--Employee

1--Employee's Supervisor

1--HQ AFPOA/DPM (if appropriate)

1--HQ AFCPMC/DPCM (if appropriate)

**Attachment 15**

**DEVELOPING AN INSTALLATION TRAINING GUIDE (ITG)**

**A15.1.  Part A--Purpose.** Due to unique local requirements and the options in this instruction, an ITG is needed to provide specific guidance for local training program operations.  It should cover the what, where, when, who, and how aspects of sound program administration.  The sole purpose of an ITG is to provide clear guidance for users so that training will be done systematically and efficiently.

**A15.2.  Part B--Format and Specifications:**

A15.2.1.  Content.  The ITG must be established in a format that best fulfills local needs; i.e., as an installation plan or an instructional letter.  Regardless of the format, the guide should be reviewed annually and updated, as needed.  As a minimum, the ITG must include information on the following subjects:

A15.2.2.  Role and composition of the MTC or similar training review group.

A15.2.3.  Responsibilities of managers, supervisors, employees, and the training manager in the identification and meeting of training needs.

A15.2.4.  Annual training survey schedules.

A15.2.5.  Information on special programs, financial planning, and priorities.

- Availability and use of CDCs, particularly for displaced employees affected by downsizing, transfer, or reorganization.

A15.2.6.  Out-of-cycle processing procedures.

A15.2.7.  Approval requirements.

A15.2.8.  Affirmative action objectives.

A15.2.9.  Required documentation.

A15.2.10.  Special instruction for any competitive programs or career programs.

A15.2.11.  Information on the use and distribution of the AITP.

A15.2.12.  Evaluation of training.

A15.2.13.  DD Form 1556 completion guidance.